

5 October 1978

MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for Operations  
Deputy Director for National Foreign Assessment  
Deputy Director for Science and Technology  
General Counsel  
Legislative Counsel  
Comptroller  
Inspector General  
Director, Public Affairs  
Director, EEO

FROM: Deputy Director of Central Intelligence

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SUBJECT: Follow-Up to ☐ Retreat 29-30 September

As you know, our discussions on CIA Goals and Personnel Management issues resulted in a number of decisions that need follow-up. In addition, our discussions either confirmed or revised previous activities. I have listed these follow-up actions below.

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I. ☐ Decisions Needing Follow-up:

A. CIA Goals

1. Schedule individual DCI/DDCI meeting with each Directorate and Staff Office to continue discussions in more depth on CIA Goals.

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ACTION: First meeting will be with DDS&T on 16 October, 1400-1530. ☐ will work with Dirks to provide specific agenda of goals, issues, problems. Other CIA Goals meetings will be scheduled thereafter.

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2. All Five Career Service Heads are to prepare a paper on the amount of time they spend communicating with CIA staff ( in management courses, lectures, etc.).

ACTION: Blake/Hetu prepare guidelines defining reporting requirements by 16 October. Career Service Heads prepare report to DDCI by 30 October.

3. Following additional goals should be added to NFAC Goals list:

- Establish I&W Network
- Review Operations Center role and resources
- Review allocation and utilization of personnel skills within NFAC particularly in OER and ORPA areas.

ACTION: NFAC should add these goals, progress to be discussed at DCI/DDCI-NFAC Goals meeting when scheduled.

B. Personnel Management

4. Each Directorate should review and provide a report on how it balances equities when taking into account the needs and goals of the individual employee and those of the line units when making assignments. Included in the discussion should be a description of how each Career Service provides career counseling to the individual employees.

ACTION: Each Head of Career Service to provide report to DDCI by 15 November.

5. After discussion of the proposal, the DCI decided that a team of outside experts would be hired to thoroughly review the Agency personnel system and prepare recommendations as appropriate for DCI decision.

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ACTION: [ ] prepare appropriate staff work for DCI/DDCI review, coordinate with DDA and O/Personnel; Consultants to be hired o/a 22 November 1978.

6. DDCI accepted DDA proposal to review and prepare for consideration/decision an updated version of a previous Agency attitudinal survey. ?

ACTION: DDA prepare proposal for DDCI review by 30 October. 20 Oct

## II. Continuing Activities -- Further Action Needed

### A. Personnel Management

7. Evaluation/Fitness Report. Continue to redesign form particularly to include EEO, security, ability to write fitness reports and management ability; define the 1-7 scale more precisely.

ACTION: All participants comment to O/Personnel by 11 October. O/Personnel prepare summary report to DDCI by 18 October with recommendations for further actions. 20 Oct

8. Panels. Continue to develop panel criteria which addresses composition of panels and size of units handled by panels. Primary purpose is to build more objectivity in panel system; composition should be as broad as possible; number of people reviewed by panels should be larger.

ACTION: Participants comment to O/Personnel by 11 October. O/Personnel prepare summary report and recommendations for action to DDCI by 18 October 1978.

9. Promotion Assignment Criteria. Design system to provide greater incentives for lateral assignment of employees, including both rotation and transfers, and incorporate in to panel system.

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ACTION: Participants comment to O/Personnel by 11 October. O/Personnel prepare summary report with recommendations for action by DDCI by 18 October 1978.

10. Agency-Wide Vacancy Notice. Current Agency vacancy announcement system should be reviewed with objective of making it more open and equitable.

ACTION: Blake prepare report on GS-04 to GS-13 movements per month to identify work-load factors. O/Personnel analyze participant reviews of O/Personnel vacancy memorandum and prepare report with recommendations to DDCI by 13 October 1978.

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Frank C. Carlucci

cc: DCI  
D/Personnel

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